

# Exhibit 11

## Use My gHire to enter interview feedback

### Record leveling recommendations



Next: Interview rating scales

Candidates are leveled at hire based on their relevant experience and the skills they demonstrate during the interview process for a given role. Hiring Committees for all job families across Google make hiring and level recommendations using a thorough and holistic review of all available data.

For level, the candidate's interview performance is the most reliable source of information about how well the candidate meets the job family's requirements for a given level. If the candidate was asked to provide work samples, these are also a reliable source of information.

As of October 2019, all interviews scheduled will be assigned a proposed level. It's critical that interviewers provide a recommendation based on the proposed level in order to shape and support the final leveling decision made by hiring committees.

#### Key Information

- DO: Provide a level recommendation
- Based on the candidate's proposed level, please record your level recommendation in the open text field on the final "Hiring Recommendation" page of gHire.

#### What to do when recommending levels

- DO: Base your recommendation on how the candidate's interview performance aligns with the level expectations of the job family and the interview rubrics.
- DO: Support this recommendation with a strong justification that answers the following questions:
  - How did the candidate perform on the level-specific role-related knowledge, leadership, and/or general cognitive ability interview rubrics?
  - Based on interview performance, can the candidate meet the expectations for the job family at the recommended level? Consider key differences in job family levels. If you're a manager, think about the criteria you've applied in Perf resolution sessions.
- DO: Continue to select the hiring rating for the candidate overall – regardless of level.
- DO: Explain if/how your hiring recommendation would change if the level were higher or lower.
- DO: Note if the candidate demonstrates skills at a level higher or lower than the range of levels you were asked to consider for the candidate.
- DO NOT: Make leveling recommendations based on factors outside of interview performance, such as:
  - Years of experience
  - Education level
  - Previous job title or company

#### Things to remember

- While we do give limited weight to a candidate's past employers, roles, and degree programs during the hiring process, every company and role is different, so we rely more heavily on the structured assessments from interviews.
- Hiring Committees value leveling input from interviewers; some don't accept packets without it.

Visit [go/how-we-level](#) for more information about leveling during hiring.

Was this helpful?

#### Use My gHire to enter interview feedback

- Interview feedback overview
- Start entering interview feedback
- Send initial interview feedback
- Enter interview questions & notes
- Enter General Cognitive Ability feedback
- Enter Role-Related Knowledge feedback
- Enter Leadership and Googleyness feedback
- Enter your hiring recommendation
- Record leveling recommendations
- Interview rating scales
- Append interview feedback
- Enter feedback after the candidate was rejected by the recruiter
- Learn tech candidate performance expectations

